



Organizational Communications and Climate

The new Director must quickly assimilate into the organization, understand historical aspects of issues and programs, and rely upon the institutional memory of tenured employees. The Director will be called upon to quickly dispel or diminish any organizational anxiety and establish himself/herself as a reliable source of information and support. It may be difficult to gain immediate and consistent access to and knowledge of employees and their professional needs because of widely dispersed physical facilities (nine different sites and six major facilities). Targeted communications efforts, enhanced use of technology systems, and building reliable feedback mechanisms will be a high priority for the new Director. Creative use of the City's cable T.V. channel (Channel 21) for training/education of staff and citizens will be encouraged. The Director will lead ongoing programs of conflict resolution, employee counseling/coaching, and deal with difficult issues and complaints. The ability to understand individual agendas and clearly communicate decisions in an organized and consistent manner will greatly enhance and maintain organizational morale.

The new Director will be called upon to work in close cooperation with other internal agencies, including Police, Public Works, Planning; the local business community; and the Lake Washington School District toward sharing resources and developing new methodologies to meet community needs.

Financial Implications/Indicators

Due to the impacts of environmental legislation (Endangered Species Act), Redmond's unprecedented growth, and revenue limits, the new Director will need to reallocate funds, gain greater access to grant funding and develop alternative revenue sources. The new Director will need to be an effective champion of the Park Board's recommendation and agreement by Council to pursue a Park Bond and associated Park Operating levy. Any consideration for the financial well-being of Parks and Recreation operations must include aspects of prioritization, alternative service delivery methods, and possible reorganization. Strong efforts must be made at outreach to the corporate community with an eye toward establishing a tax-exempt foundation (501c3 or similar organization) in order to funnel donations directly into Parks and Recreation functions. Exploration of public-private partnerships, corporate

endowments, and greater levels of cooperation with King County, the neighboring communities and other agencies is essential to the long term financial well-being of the Redmond Parks and recreation Department. Greater efficiencies through the use of automated systems (GIS, online registration and scheduling systems, and parks maintenance/scheduling) would be beneficial. Donations of land and facilities such as the bequest of the Juel Family (38-acres of parklands) will continue to play a major part in expansion of the parks and recreation system and should be a focus for the new Director.

Cooperative Ventures

Strong efforts at maintaining the high levels of cooperation with the Lake Washington School District



for use of common facilities, scheduling of sports fields and active recreational sites (pools, courts, and meeting space) will call for a concentrated effort on the part of the new Director. Working closely with and strengthening lines of communication with the Redmond Historical Society, Northwest Center, Chamber of Commerce, King County, and other Eastside cities will call for active involvement on the part of the new Director. Regional facilities construction and joint funding may help alleviate cost limitations to the City and prevent duplication of efforts while conserving funds.

General Issues

The following general issues are summarized as part of the ongoing responsibilities of a new Parks and Recreation Director and will require a strong focus for the new individual.

- ❖ Continuation of benchmark studies and exploration of "best practice methods" by the Director will allow Redmond to continually evaluate its competitive positions. Establishing and updating criteria for measurement will prove beneficial for the City.

- ❖ The Director is expected to maintain strong professional contacts within the Washington and National Recreation & Parks Associations and similar organizations. Maintaining a presence with regional groups, local associations, and key personnel at the State level (Department of Natural Resources, Department of Environmental Quality, and others) will be an important aspect of the new Director's activities.



- ❖ Continuance of Redmond's outstanding parks and facilities maintenance programs is a priority that will remain a major focus for the community. Citizens and visitors

to Redmond have expected and encountered safe, clean, and modern facilities and recreational areas. Maintenance scheduling and upgrades are significant priorities.

- ❖ Development of a comprehensive plan to meet the recreation needs for an increasingly diverse community.

